

SOUTH CAROLINA
STATEWIDE CHILD CARE STRATEGIC PLAN
JULY 1, 2003



South Carolina Department of Health and Human Services
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SOUTH CAROLINA STATEWIDE CHILD CARE STRATEGIC PLAN July 1, 2003

INTRODUCTION

1. Executive Order

Executive Order 2001-23, signed in September 2001, sought to create a coordinated child care system by establishing linkages that maximize resources and promote more effective planning to assist families in accessing affordable quality child care when they need it. The South Carolina Department of Health and Human Services (SCDHHS) was designated as the lead agency for child care to:

1. Coordinate all current state child care expenditures and programs to increase the efficiency and impact of these resources consistent with the state's child care priorities.
2. Administer all new funding sources of child care funds and programs to leverage the state's financial and programmatic resources for maximum efficiency and impact.
3. Establish and administer the South Carolina Child Care Coordinating Council. The purpose of the Council is to utilize statewide child care expertise and interest groups to share information, exchange ideas, provide input on state plans and develop and coordinate strategies to improve the child care system. The director of the SCDHHS or his/her designee shall chair the sixteen member Council that will be comprised of the following agency and organization directors or their designees:

SC Department of Education
SC Department of Social Services
SC Department of Health and Environmental Control
SC Department of Disabilities and Special Needs
SC Head Start Collaboration Office
SC Office of First Steps
SC Office of the Governor

The Council membership will also include one representative from the Success by 6 programs, a member from The Alliance for South Carolina's Children, one representative from the faith-based community service organizations, and at least one member representing child care providers, with the remaining members to be selected by the Council.

4. Develop a statewide system for monitoring and providing technical assistance to child care providers that makes optimal use of the state's resources to improve the quality of child care.
5. Develop a state child care strategic plan that delineates goals, objectives, strategies, timelines, principal partners, and resources to support and expand accessible quality child care. The plan should build on existing planning initiatives and be submitted to the Governor no later than July 1, 2002, and revised annually thereafter.

2. Where We Have Been

The purpose of the Executive Order was to increase coordination, communication, and accountability within the child care system under the leadership of SCDHHS. The mission of the Child Care Coordinating Council (Council) is to improve the availability, affordability, and quality of child care in South Carolina. The Council is working to fulfill this mission through activities designed to:

- Increase opportunities for coordination and collaboration by developing strategies to ensure that all child care partners are aware of current and future child care activities.
- Provide opportunities for child care partners to exchange ideas, explore new ideas, and develop coordinated strategies to improve the child care system.
- Provide input on the state's Child Care and Development Fund Plan.
- Provide input and an opportunity to implement a child care strategic plan that delineates goals, objectives, strategies, timelines, principal partners, and resources to support and expand accessible quality child care.
- Develop strategies to promote business awareness and investment in child care activities.
- Design activities that educate parents and the public about the importance of quality child care and early education.

The Child Care Coordinating Council has been meeting since January 2002. Since that time, the members of the Council have identified and prioritized key child care issues that needed to be addressed to fulfill the mission of the Council. The July 1, 2002 Strategic Plan contained objectives identified by SCDHHS and the Council that have been addressed from July 1, 2002, through June 30, 2003. This plan represented a beginning toward the stated objectives and required frequent modification and amplification as preliminary action steps were achieved.

3. Operational Assessment

Several of the objectives targeted during the first year of the Council and the SC Statewide Strategic Plan are continued in the July 1, 2003 Strategic Plan and the progress toward those objectives will be detailed in those action plans. However, significant progress has been made on the following objectives and, while the initiatives will continue, further inclusion in the Strategic Plan is unnecessary.

- **Encouraging employers to use a variety of strategies to expand the affordability and availability of quality child care for working families.** SCDHHS granted funds to the United Way of South Carolina (UWSC) who selected six local United Ways to receive sub-grants. UWSC provided training to the sites and assisted in creating partnerships between the sub-grantees and businesses to expand quality child care assistance to working families. UWSC monitored the sites to ensure contract compliance and provided technical assistance. SCDHHS and UWSC plan to extend this grant for another year to encourage business leaders to expand the affordability and availability of quality child care for working families in their communities.

- **Implement a public-private four year-old kindergarten (4-K) pilot that will encourage utilizing the existing resources of private child care providers to meet the needs of working parents of four-year old children.** SCDHHS granted funds to the Office of First Steps to School Readiness (First Steps). Through a Request for Proposal (RFP) process, First Steps selected 9 sites and awarded \$82,000 to each. Funding that had been allotted for a tenth site was later redistributed to the 9 selected sites. This initiative has served 180 children – 20 in each 4-K classroom – for 5 days a week for 10.5-12 hours each day. SCDHHS and First Steps plan to extend this grant for the next two school years.
- **Create a Center of Excellence to serve as a statewide model of viable quality child care for South Carolina’s child care providers.** A partnership was established with the University of South Carolina (USC), USC foundations, Head Start, SC Department of Education, Gateway Academy, SC Educational Television), and SCDHHS to construct and equip a child care center which will serve as a model of a public-private partnership to provide NAEYC accredited early care and education. The center will also include a research center for university researchers and state-of-the-art facilities to meet the education and training needs of the early care and education community. The groundbreaking for the facility was held on February 2, 2003, and the opening date is projected to be late summer 2003.

4. Where We Are Going

During the past year, the members of the Child Care Coordinating Council identified and prioritized key child care issues that need to be addressed to fulfill the mission of the Council. The July 1, 2003 Strategic Plan contains objectives identified by SCDHHS and the Council. SCDHHS, in cooperation with the Council, will continue to fulfill its mission through the objectives and action plans that follow.

In addition to the objectives addressed in the Statewide Child Care Strategic Plan, in the coming year the Council and other child care stakeholders will explore efforts to examine child care needs in areas of the state where school performance is the lowest. South Carolina has traditionally had pockets of poverty throughout the state. In those areas, there are low performing schools and little or no availability of quality child care. The Department of Education - Office of Early Childhood Education will take the lead in collaborating with public and private child care providers and other stakeholders to provide quality child care and family literacy services and training to those communities so that children will enter school more prepared.

Objective I: Develop a statewide voluntary rating system to measure the quality of child care, making parents aware of quality and giving providers an incentive to improve their programs. Child care providers would receive a performance-based rating (e.g., using letters of the alphabet, numerals, or other symbols to designate the level of quality) that measures the quality of services they provide and informs the public about the quality of services they provide.

Rationale for the Objective: The statewide Advocates for Better Care (ABC) Child Care Program administered by the SCDHHS identifies regulated child care providers according to three defined levels of care:

1. Level 1 (providers meeting state regulatory requirements);
2. Level 2 (providers voluntarily meeting ABC Standards higher than regulatory requirements); and
3. Level 3 (providers voluntarily meeting agency-approved national accreditation standards).

Since implementation of the higher ABC Standards in 1992, provider participation at Level 2 and Level 3 has grown to more than 1,300 providers. However, there has been little growth in participation at Level 3. Therefore, there is impetus to develop a more universal rating system incorporating additional specified levels to encourage providers to move toward higher quality. This system will recognize providers already offering services that fall between the current Level 2 and Level 3.

The enabling legislation for the South Carolina First Steps to School Readiness (First Steps) supports the importance of licensing and the higher ABC Level 2 Standards as a condition for grant funding. Several states have now implemented quality rating systems.

The current three-level system focuses primarily on providers who serve children who receive ABC child care assistance or First Steps funding. The proposed new system will encourage all providers to move progressively toward higher quality care and provide a statewide universal system to assist parents in identifying levels of quality child care.

Project Operations and Management: Review of the current South Carolina rating system and rating initiatives in other states will be the responsibility of SCDHHS with input and consultation from members of the Child Care Coordinating Council (Council), child care providers, and key representatives from the early care and education community. Recommendations from the *Financing Universal Early Care and Education (ECE) For America's Children* Project (South Carolina Cost of Quality ECE Task Force) will be incorporated into the new rating system. The new rating system will promote a step-by-step progression to higher quality and will address consumer needs for identification of center quality.

Internal/External Partners: Partners for the design and the implementation phase include SCDHHS, other members of the Council, child care providers, and key representatives from the early care and education community in South Carolina. A voluntary rating system will require the support and collaboration of the entire early care and education community as well as a major

statewide consumer education campaign to educate parents and the community at large about the rating system.

Key Result(s) Addressed by This Objective:

Promote quality improvement: A rating system will enable consumers to clearly identify the level of care in programs that they consider for their children. Ratings will give child care providers a visible means of demonstrating to the public the level of quality that they have achieved. A rating system will encourage providers to move progressively toward higher quality care levels through a defined system of indicators.

Promote positive outcomes: A fully functioning system will promote the increased availability of higher quality child care for children in South Carolina.

Measurable Indicators of Project Success: Initially, measurable indicators will be demonstrated by accomplishment of the action steps detailed in the action plan. Subsequently, measurable indicators will include a change in the number and percentage of providers moving to higher levels of quality care.

Resource Requirements:

(X) Attainable within existing resources: The Council and SCDHHS staff will be the initial resources required for design of the system.

Person(s) Primarily Responsible for Objective:

- Beverly Hunter (SCDHHS) 864-250-8297
- Janet Marsh (Clemson) 864-656-0229

Projected Completion Date: October 31, 2004.

Action Plan

Objective I: Develop a statewide voluntary rating system to measure the quality of child care, making parents aware of quality and giving providers an incentive to improve their programs. Child care providers would receive a performance-based rating (e.g., using letters of the alphabet, numerals, or other symbols to designate the level of quality) that measures the quality of services they provide.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
<p>Progress toward accomplishment of this objective: Input has been obtained from the Council and other key representatives of the early care and education community, and a review of quality rating systems of other state systems is underway. The current ABC enhanced standards have been reviewed. Recommendations from the Cost of Quality Task Force have been received. Coordination, planning, and possible joint validator training for use of Early Childhood Environmental Rating System (ECERS) and related tools for rating purposes between State Department of Education and SCDHHS has been initiated.</p>			
Meet with key informants to identify obstacles providers face in improving quality and workable incentives.	Beverly Hunter Janet Marsh	07/31/03	
Interface with national consultant to review preliminary system plan and address questions.	Beverly Hunter Janet Marsh	07/31/03	
Review state capacity to support system: database, staffing, and materials.	Beverly Hunter Janet Marsh	07/31/03	
Initiate marketing project to design the format for the system to communicate with consumers.	Beverly Hunter	10/31/03	
Initiate development of provider data management system to gather, enter, analyze, and report information from multiple sources for levels, standards within each level, and measurements.	Beverly Hunter Janet Marsh	10/31/03	

Develop provider subsidy and quality incentives.	Beverly Hunter	10/31/03	
Share rating system plan with the Council and other key stakeholders for input.	Beverly Hunter	11/30/03	
Revise and fully develop indicators based on internal and external comments, suggestions, and recommendations.	Beverly Hunter	01/31/04	
Submit design of plan for new system for review by the Council and other key stakeholders.	Beverly Hunter	02/28/04	
Initiate implementation of field test to assess the design of the system and new indicators based on staffing, resources, clarity of indicators and provider subsidy and quality incentives.	Beverly Hunter	03/31/04	
Make revisions as indicated by field test.	Beverly Hunter	07/01/04	
Create materials for new system and consumer awareness campaign.	Beverly Hunter	08/15/04	
Develop implementation plan for new system and present to the Council and other key stakeholders for comments and review.	Beverly Hunter	08/30/04	
Create infrastructure elements as needed to support the new system.	Beverly Hunter Janet Marsh	08/30/04	
Notify providers and key collaborators of new system implementation.	Beverly Hunter	09/30/04	
Train designated staff to conduct ratings.	Beverly Hunter	10/31/04	
Implement new rating system.	Beverly Hunter	01/01/05	
Initiate formal consumer awareness campaign.	Beverly Hunter	01/01/05	

Objective II: Establish public awareness strategies to inform and engage parents, child care providers, business community, faith community, education community, and policymakers regarding:

- The characteristics of quality child care;
- The value of quality child care to the child, the parent, employers, the community, and the state's economic future.

Rationale for the Objective: Effective public engagement can increase understanding about the importance of quality child care, demonstrate why it is in the public interest to invest in quality child care, and engage diverse audiences in action that achieves results. Under Child Care and Development Fund (CCDF) regulations, states are required to certify that they will promote informed child care choices and provide comprehensive consumer education to parents and the public.

Project Operations and Management: A public awareness work group, established as a part of the Child Care Coordinating Council (Council), will consult with the SCDHHS in the operation and management of this objective.

Internal/External Partners: The work group involves representatives from Child Care Resource and Referral agencies, the Alliance for South Carolina's Children, United Way of SC, the SC Afterschool Alliance, Office of First Steps, SC Child Care Providers Association, and other child care stakeholders.

Key Result(s) Addressed by This Objective:

Promote quality improvement: Enhanced public awareness efforts will promote quality as a result of heightened understanding of quality child care and its benefit to children, families, businesses, and the state.

Measurable Indicators of Project Success: Measurable indicators will be developed in conjunction with the implementation work plan and added to the strategic plan at that time.

Resource Requirements:

(X) Attainable within existing resources: CCDF funds are available for initiatives to educate the public regarding quality child care.

Person(s) Primarily Responsible for Objective:

- Ann Benck (SCDHHS) 803-898-2730
- Felice Lampert (First Steps) 803-734-1025

Projected Completion Date: June 30, 2004.

Action Plan

Objective II: Establish public awareness strategies to inform and engage parents, child care providers, business community, faith community, education community, and policymakers regarding the characteristics and value of quality child care to the child, the parent, employers, the community and the state's economic future.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
<p>Progress toward accomplishment of this objective: An inventory of current public awareness efforts, strengths and/or gaps in the system, and the most important messages about child care have been completed. Potential strategies to strengthen and expand upon the most important messages have been identified. A Work Group was convened to develop recommendations for strategies to strengthen and expand upon most important child care messages.</p> <p>1. Identify concise, consistent message re: "What is quality child care?"</p> <ul style="list-style-type: none"> Develop options for simple method of conveying, "What is quality child care?" To include existing sources of materials. Present recommendations to the work group for consensus. Obtain comments/opinions from child care experts. Present final recommendations to the full body of the Council for review. <p>2. Identify specific methods of distribution of the messages.</p> <ul style="list-style-type: none"> Explore pros and cons of methods of distribution identified by the work group: existing newsletters, parenting materials, Web site, posters, bookmarks, doctors' offices, etc. Present recommendations to the work group for consensus. Present final recommendations to the full body of the Council for review. Develop work plan for implementation of expanded public awareness efforts. Implement expanded public awareness efforts. 	Felice Lampert Work Group	07/01/03	
	Felice Lampert Work group	07/15/03	
	Felice Lampert	07/30/03	
	Felice Lampert Ann Benck	09/11/03	
	Ann Benck Task Force	07/01/03	
	Ann Benck Task Force	07/15/03	
	Ann Benck	09/11/03	
	Ann Benck Work Group	09/15/03	
	Ann Benck	01/05/04	

<p>3. Identify concise, consistent message re: “How do I locate quality child care?” and, “How does quality child care benefit children, parents, employers, the community and the state?” and methods of distribution.</p> <ul style="list-style-type: none"> • Develop options for simple method of communicating these messages. To include existing sources of materials and methods of distribution • Obtain comments/opinions from child care experts. • Present final recommendations to the full body of the Council for review. • Develop work plan for implementation efforts to communicate these messages. • Implement initiative. 	<p>Work Group</p> <p>Work Group</p> <p>Work Group</p> <p>Ann Benck Work Group Ann Benck</p>	<p>09/01/03</p> <p>10/01/03</p> <p>11/01/03</p> <p>12/15/03</p> <p>03/01/04</p>	
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Objective III: Streamline the current child care monitoring and technical assistance programs to maximize resources to make them more effective.

Rationale for the Objective: Streamlining the monitoring and technical assistance efforts across the state will help to maximize resources by reducing overlap of efforts and activities, improving processes in the current system, increasing the impact and quality of visits made to providers and increasing communication between agencies and programs.

Project Operations and Management: A Monitoring/Technical Assistance Task force was established as a part of the Child Care Coordinating Council (Council). Staff support was provided by SCDHHS. The task force: (1) developed a short-term work plan with recommendations to improve the system; and, (2) developed recommendations designed to streamline the monitoring and technical assistance efforts across the state. Future project operations and management will be determined depending upon approval of the recommendations.

Internal/External Partners: Partners include the Council and other stakeholders impacting the child care system. Future partners will include members of the committee on child care quality listed in the action plan. Brandi Denton, SCDHHS, will staff this committee.

Key Result(s) Addressed by This Objective:

Promote quality improvement: A streamlined monitoring, technical assistance, and regulatory system as recommended, will make visits to providers more effective in ensuring minimum health and safety standards as well as quality.

Promote positive outcomes: Streamlined child care monitoring and technical assistance systems will be more efficient and will maximize resources.

Measurable Indicators of Project Success: Measurable indicators will be developed by the committee on child care quality.

Resource Requirements:

(X) Attainable within existing resources: If the recommendations are approved, further study will be required to determine if the recommended transfers of functions will require additional resources.

Person(s) Primarily Responsible for Objective:

- Future Chairperson of the committee on child care quality
- Brandi Denton, SCDHHS 803-898-3118.

Projected Completion Date: June 30, 2004.

Action Plan

Objective III: Streamline the current child care monitoring and technical assistance programs to maximize resources to make them more effective.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
<p>Progress toward accomplishment of this objective: The task force made the following recommendations to the Council for streamlining and improving the current monitoring/technical assistance system:</p> <ol style="list-style-type: none"> 1. All activities or functions that are legally required in order for a provider to operate should be combined into the Department of Health and Environmental Control (DHEC). * 2. Specific activities or functions of the USDA Food Program related to child care should be transferred to SCDHHS and combined with the ABC Child Care Program if this can be achieved without harm to other non-child care USDA programs. * 3. A standing committee (comprised of agencies or organizations involved with the delivery of regulatory or quality activities) should be developed under the auspices of the Council to coordinate all activities associated with quality child care. These activities include infant and toddler initiatives, quality enhancement grants, training, monitoring, and technical assistance. The committee should include, but not be limited to, the following: <ol style="list-style-type: none"> a. Regulatory agency - (SCDSS or SCDHEC) b. SCDHEC c. SCDHHS d. SC Department of Disabilities and Special Needs 	Brandi Denton		*These 2 recommendations have been submitted to the Governor's Office for consideration and approval.

<ul style="list-style-type: none"> e. State Department of Education - Office of Early Childhood Education f. Child Care Resource and Referral g. Office of First Steps h. SC Afterschool Alliance i. Success By 6 j. SC Child Care Association 			
Invite specified agencies and organizations to designate representatives to serve on the committee.	Brandi Denton	07/01/03	
Hold first meeting of committee.	Brandi Denton	08/15/03	
Develop goals, objectives, strategies, and timelines to support and expand quality child care.	Brandi Denton, the committee	On-going	
<p>In addition to the above recommendations, the task force has accomplished the following:</p> <ul style="list-style-type: none"> o Coordination between licensing and other agencies to develop policies for distribution of mini-grants. o Development of a methodology to coordinate calendars so that child care facilities will be monitored evenly throughout the year by the appropriate regulatory, monitoring, and compliance agencies. o Development of a resource booklet, which will include an overview of each program, the top 5 critical concerns, and contact persons for each program in each region. o Development of a generic communication form that will be used to share observed concerns from the top critical concerns list. <p>Upon approval of recommendations 1 and 2, additional action steps will be developed to implement the recommendations.</p>			

Objective IV: Coordinate federal and state agency funding, services, and resources to improve access to and enhance services offered at the local level in order to promote efficiency and better utilization of limited funds.

Rationale for the Objective: Executive Order No. 2001-23 requires the SCDHHS to: (1) coordinate all current state child care expenditures and programs to increase the efficiency and impact of these resources consistent with the state's child care priorities; and (2) administer all new funding sources of child care funds and programs to leverage the state's financial and programmatic resources for maximum efficiency and impact.

Currently there are at least six state agencies involved with the child care industry. In addition, there are First Steps County Partnerships (FSCP), Child Care Resource and Referral agencies, and Success By 6 programs, as well as many other private and public organizations working to improve child care services.

Project Operations and Management: This initiative will focus on three primary strategies as follows:

1. Identify state funds that can be used to match federal Child Care and Development Funds (CCDF);
2. Promote agreements among SCDHHS, First Steps, and FSCP for child care quality and subsidy payments, as well as collection of related data for planning, reporting, and evaluation; and
3. Develop and implement an information network to ensure that child care stakeholders, media, and other interested groups have access and input into what the state is planning or implementing relative to child care.

Internal/External Partners:

1. Partners to assist SCDHHS in identifying matching dollars may include state agencies and private organizations.
2. SCDHHS, First Steps, and FSCP will be the primary partners working to expand and improve the subsidy payment system.
3. Developing the information network will require the help of many child care stakeholders and advocates. The primary partners will be organizations that already have information systems, websites, or newsletters that reach child care stakeholders or interest groups.

Key Result(s) Addressed by This Objective:

Promote quality improvement: Obtaining state matching funds will enable South Carolina to continue drawing down all available CCDF funds. A portion of these funds is utilized to improve the quality of child care.

Promote positive outcomes: Utilizing one payment system for all child care subsidies and scholarships will reduce administrative costs, promote coordination, and make collecting and utilizing data more efficient. Increasing communication with stakeholders and interest groups will promote better coordination, collaboration, and cooperation.

Measurable Indicators of Project Success:

1. State funds sufficient to draw down federal funds will be obtained by December 30, 2003.
2. Successful agreements with FSCP will result in:
 - a. Continued utilization of the ABC Voucher System by FSCP providing child care scholarships;
 - b. Increase in the number of FSCP who choose to utilize the ABC Voucher System to provide child care scholarships.
3. Information network implemented by January 5, 2004.

Resource Requirements:

(X) Attainable within existing resources: The Child Care Coordinating Council and SCDHHS staff will be the initial resources required.

Person(s) Primarily Responsible for Objective:

- Identifying match – Mark Orf (SCDHHS) 803-898-2570
- Scholarship partnerships – Kitty Casoli (SCDHHS) 803-898-2733
- Information system – Ann Benck (SCDHHS) 803-898-2730

Projected Completion Date: June 30, 2004.

Action Plan

Objective IV: Coordinate federal and state agency funding, services, and resources to improve access to and enhance services offered at the local level in order to promote efficiency and better utilization of limited funds.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
SCDHHS will contact and work with state agencies and other organizations to identify eligible state match for CCDF.	Mark Orf	12/30/03	
SCDHHS will work with First Steps to promote, improve, and strengthen their partnership related to the subsidy/scholarship payment system.	Mark Orf Rita Paul Kitty Casoli	On-going	
Progress toward accomplishment of the information system portion of this objective: SCDHHS took the lead in working with other state agencies, organizations, providers and interest groups to develop a system to make state child care plans, policies, and other information more available to stakeholders and to create more opportunities for public input. The types of child care information that need to be disseminated, the organizations and groups that will need the information, current methods being utilized by other organizations and groups (e.g., family child care associations, child care resource and referral agencies, Alliance for South Carolina's Children, United Way, Success By 6 Programs, First Steps), and current gaps within the current information system were identified. A work group was convened to develop recommendations for strategies to develop an information system that will utilize current systems whenever possible and design new strategies to fill in the gaps.			
Present preliminary recommendations to the Council and others.	Ann Benck	06/24/03	
Explore pros and cons of identified strategies designed to utilize current systems and design new strategies to fill the gaps in current information distribution.	Ann Benck Work Group	07/15/03	
Present final recommendations to the Council and others.	Ann Benck Work Group	09/11/03	

Develop work plan for implementation of expanded information network.	Ann Benck	10/01/03	
Information network implemented.	Ann Benck	01/05/04	

Objective V: The quality of registered family child care will be improved by increasing the number who voluntarily enroll with the United States Department of Agriculture (USDA) Child and Adult Care Food Program (CACFP) and/or the SCDHHS Advocates for Better Care (ABC) Child Care Program as enhanced providers and/or become licensed through the SCDSS. This will be accomplished by offering incentives to encourage and assist these providers to participate in mentoring, training, and monitoring activities. (Note: Any proposed revisions to the SCDSS child care regulations will be addressed under Objective VI.)

Rationale for the Objective: Currently, 99% of family child care providers in South Carolina are registered but not licensed. State regulations for registered family child care homes do not require them to meet health, sanitation, and fire safety standards that licensed child care facilities are required to meet and maintain. As a result, registered family child care providers are less likely to be connected to a system or network that encourages them to meet quality standards of caregiving, unless they are voluntarily enrolled with the ABC Program as enhanced providers or the USDA CACFP.

Project Operations and Management: SCDHHS will manage the project with input from the Child Care Coordinating Council (Council) and additional agencies, organizations, and providers involved with family child care to achieve quality improvements in registered family child care. SCDHHS also administers Medicaid, Social Service Block Grant (SSBG), and Child Care and Development Fund (CCDF) programs in South Carolina, and is therefore in a unique position to blend resources from a variety of funding streams to more significantly impact the needs of registered family child caregivers.

Internal/External Partners: Partners include the Council, providers, and other stakeholders impacting the quality of family child care.

Key Result(s) Addressed by This Objective:

Promote quality improvement: Incentives will encourage registered family child care providers to improve the quality of care.

Promote positive outcomes: As more registered family child caregivers learn and incorporate professionally recognized components of quality caregiving into their practices, children's developmental needs are more likely to be met.

Measurable Indicators of Project Success:

- (1) Accomplishment of action steps detailed in the action plan.
- (2) By September 30, 2005, more registered family child care providers will have voluntarily enrolled with a formal system of quality such as the USDA CACFP or the ABC Program as an enhanced provider. A target level of improvement will be established after cost estimates and the plan are finalized.

Resource Requirements:

(X) Attainable within existing resources: The Council and SCDHHS staff will be the initial resources required. Additional resources required for implementation will be funded from the current CCDF allocations.

Person(s) Primarily Responsible for Objective:

- Catherine Haselden (SCDHHS) 803-898-2757

Projected Completion Date September 30, 2005.

Action Plan

Objective V: The quality of registered family child care will be improved by incentives to increase the number who voluntarily enroll with the USDA food program, ABC Program as enhanced providers, and/or become licensed through SCDSS.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
Progress toward accomplishment of this objective: <ul style="list-style-type: none">Defined levels of quality against which to measure progress made by registered family child care providers in improving quality of care.Established a baseline with the numbers of registered family child care providers who have achieved specific levels of quality against which to measure voluntary improvements in the quality of family child care.Established indicators for measuring voluntary improvements in child care quality by registered family child care providers.Developed and presented recommendations for initiatives and incentives to increase quality of registered family child care to the Council.Developed the following strategies, timelines, potential partners, and resources needed to increase quality of registered family child care. Strategies and Action Steps: <ol style="list-style-type: none">Explore development and costs of producing and disseminating video to all registered family child care providers to promote enrollment with USDA or ABC enhanced. <ul style="list-style-type: none">Determine logistics/parameters/method of producing & disseminating video statewide to all registered family child caregivers.Develop budget & timeline for production and dissemination of video.Develop script for video.	<div>Haselden, ABC Program Monitoring (PM), SCDSS</div> <div>Haselden, SCDHHS Fiscal</div> <div>Haselden, ABC PM, SCDSS, Center for Child Care Career Development (CCCCD)</div>	<div>07/15/03</div> <div>07/31/03</div> <div>08/15/03</div>	

<ul style="list-style-type: none"> • Tape video. 	To be determined	09/01/03	
<ul style="list-style-type: none"> • Edit video. 	SCDHHS & partners	09/15/03	
<ul style="list-style-type: none"> • Arrange for copies of video to be made. 	Haselden		
<ul style="list-style-type: none"> • Package and disseminate videos for family child care providers with cover letter. 	SCDHHS & partners	10/01/03	
2. Explore expansion of USDA Tier II meal reimbursement rates for family child caregivers			
<ul style="list-style-type: none"> • Analyze feasibility & fiscal impact of increasing USDA Tier II meal rates for family child care providers as incentive to enroll with USDA CACFP. 	Haselden, CACFP & SCDHHS Fiscal	07/15/03	
<ul style="list-style-type: none"> • Establish budget, rates, eligibility criteria, and processes for eligibility determination, reimbursement, record keeping, tracking changes in enrollment, and reporting. 	Haselden, Fiscal, CACFP	07/31/03	
<ul style="list-style-type: none"> • Develop written agreements with SCDSS CACFP and sponsors for operation of the initiative including in scope of work how initiative will be operated and how outreach will be conducted to inform and assist family child care providers in enrolling with USDA CACFP. 	Haselden with CACFP, Fiscal, Executive leadership	08/31/03	
<ul style="list-style-type: none"> • Develop written materials. 	Haselden, CACFP, Fiscal	09/01/03	
<ul style="list-style-type: none"> • Prepare supply of forms and materials (including video per strategy # 1). 	Haselden, CACFP	09/30/03	
<ul style="list-style-type: none"> • Train USDA sponsors. 	Haselden, CACFP	10/31/03	
<ul style="list-style-type: none"> • Initiate Tier II quality incentive rate for family child care providers. 	Haselden, CACFP, Fiscal	11/01/03	
3. Explore additional incentives for family child caregivers to become ABC enhanced.			
<ul style="list-style-type: none"> • Analyze the fiscal impact of financial and tangible incentives to encourage registered family child care providers to become ABC enhanced. 	Haselden, ABC PM	07/15/03	

<ul style="list-style-type: none"> • Explore strategies to increase the likelihood of family caregivers being able to complete the 30-hour ABC credential training curriculum, <i>There's No Place Like Home</i> (such as by using distance learning technologies, etc.) which is offered through the CCCCDC and includes a health and safety module. • Explore development of expanded health and safety standards for services provided under CCDF by registered family child care providers not ABC enhanced (focusing on prevention/control of infectious disease; building and physical premises safety, and health and safety training). • Develop materials (including video per strategy # 1) and process for informing registered family child caregivers about incentives and opportunities for becoming ABC enhanced and about expanded health and safety standards. • Estimate costs, reach agreement with partners and SCDHHS executive leadership re: strategies, resources, partners, and timeline for plan. • Present plan to Council. • Initiate plan. • Assess changes in registered family child quality. • Report progress & strategy revisions to the Council. 	Haselden, ABC PM, CCCCDC, ETV	08/31/03	
	Haselden, ABC PM	08/31/03	
	Haselden, ABC PM	09/15/03	
	Haselden	8/31/03	
	Haselden “ & partners “ “	09/11/03 10/01/03 On-going	
	Haselden	On-going	

Objective VI: Review and revise, as necessary, the SC Department of Social Services (SCDSS) Child Day Care Licensing Regulations.

Rationale for the Objective: Child Day Care Licensing Regulations for child care facilities were developed and approved in 1976. Since then, licensing regulations have been updated only a few times. Regulations need to be revised to be user-friendly and to promote progressive movement toward higher levels of health and safety for children in child care facilities.

Project Operations and Management: Review and revision of current Child Day Care Licensing regulations will be required. Each action step will involve staff from agencies or organizations within the state that are involved with child care activities. Proposed regulations will be submitted to the South Carolina General Assembly for action.

Internal/External Partners: The work group will involve identified staff from the SCDSS, the South Carolina State Advisory Committee on the Regulation of Child Day Care Facilities (Advisory Committee), and the regulatory consultant.

Key Result(s) Addressed by This Objective:

Promote Quality Improvement: Regulations need to be revised to be user-friendly and to promote progressive movement toward higher levels of health and safety for children in child care facilities.

Promote positive outcomes: As child care providers learn and incorporate new regulations into their practices, the level of health and safety of children in child care should increase.

Measurable Indicators of Project Success: Completion and implementation of child care regulations that are user-friendly and promote progressive movement toward higher levels of health and safety for children in child care facilities.

Resource Requirements:

(X) Attainable within existing resources: SCDSS will be the primary resource for this objective. SCDHHS will provide funding for the consultant.

Person(s) Primarily Responsible for Objective:

- Helen Lebby (DSS) 803-898-7345

Projected Completion Date: Early 2004.

Action Plan

Objective VI: Review and revise, as necessary, the SC Department of Social Services (SCDSS) Child Day Care Licensing Regulations.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
<p>Progress toward accomplishment of this objective: Entered into contractual agreement with consultant; submitted Notice of Drafting to State Register; and delivered first draft of revised Child Day Care Center regulations to the Advisory Committee.</p>			
Present revised draft of Child Day Care Center regulations to SCDHEC for review.	Helen Lebby	6/19/03	
Review draft of Child Day Care Center regulatory revisions and provide feedback.	Helen Lebby Advisory Committee	06/20/03	
Submit revised drafts of revised Group Day Care Home, Family Day Care Home, and Registered church regulations to the Advisory Committee for review.	Helen Lebby	07/03/03	
Present Registered Church, Group Day Care Home and Family Day Care Home regulations to SCDHEC for review.	Helen Lebby	07/18/03	
Submit Proposed Regulations with a Notice of Opportunity for Public Comment.	DSS Staff	08/07/03	
Participate in Public Hearings.	DSS Staff	10/10/03	
Revise Regulations based on public comments and Administrative Law Judge recommendations.	DSS Staff	10/31/03	
Submit Regulations for Legislative Review.	DSS Staff	11/28/03	
Publication of Final Regulations after Legislative approval.	State Register	Early 2004	

Objective VII: Enhance services and increase support to improve accessibility and quality of child care for children with special needs.

Rationale for the Objective: Currently, the SC Department of Disabilities and Special Needs (SCDDSN) provides ABC vouchers only for children who are diagnosed by a qualified professional as having a physical or mental condition that results in a developmental delay. A review of the current special needs criteria is warranted to explore the possible need for expanding services and support to medically fragile children and other children with special health care needs. Child care providers, who are sometimes unwilling to accept special needs children because of lack of accessibility and caregiver training, would benefit from expanded technical assistance.

Project Operations and Management: A task force has been formed to explore the specific child care needs of children with special needs.

Internal/External Partners: This task force is comprised of, but not limited to, SCDDSN, SCDHEC, SC Department of Mental Health (SCDMH), and Center for Disabilities Resources at the University of South Carolina (USC) School of Medicine - Department of Pediatrics, and the SCDHHS.

Key Result(s) Addressed by This Objective:

Promote quality improvement: Exploration of current child care services available to children with special needs will lead to initiatives that will expand and improve accessibility and quality of child care for these children.

Measurable Indicators of Project Success: Project success will be measured by determining that all requests for technical assistance can be met.

Resource Requirements:

(X) Attainable within existing resources:

Person(s) Primarily Responsible for Objective:

- Jennifer Buster, (SCDDSN) 803-898-9621
- Gay Clement-Atkinson, Ph.D. (USC School of Medicine) 803-935-5238

Projected Completion Date: June 30, 2004.

Action Plan

Objective VII: Enhance services and increase support to improve accessibility and quality of child care for children with special needs.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
<p>Progress toward accomplishment of this objective:</p> <ul style="list-style-type: none"> • Formed a task force of stakeholders. • Identified obstacles to enhancing services and increasing support for children with special needs. • Researched, compiled, and analyzed sample “special needs” definitions. • Surveyed parents, providers, and other child care stakeholders regarding awareness and understanding of the ABC Special Needs Child Care Program. • Developed draft of expanded definition of special needs. • Presented draft definition to the full Council for input. • Analyzed survey data and presented preliminary findings to the full Council. 			
Analyze impact of proposed new special needs definition in order to develop recommendations.	Task force	To be determined later	
Expand the technical assistance efforts by Dr. Gay Clement-Atkinson and inform the public regarding the availability of this initiative.	Gay Clement-Atkinson	10/01/03	
Present final analysis of survey data, recommendations, and impact of new definition and recommendations to the full Council.	Jennifer Buster, Task force	11/15/03	
Implementation of strategies.	Jennifer Buster, Gay Clement-Atkinson	01/05/04	

Objective VIII: Conduct Phase II of the *SC Cost of Quality Early Care and Education Project*, an outgrowth of the *Financing Universal Early Care and Education (ECE) For America's Children* project in which South Carolina participated in the previous year. In Phase II, the foundation (based on Phase I recommendations) will be developed on which to expand and build a system of quality early care and education that supports quality ECE programs, provider subsidies tied to quality, and financial support to an increased number of children in low- to median-income working families.

Rationale for the Objective: Developing a system that supports quality early care and education programs is important because the environments in which children spend their early years greatly influence their later school and life successes. Recent studies show that during these early years, children's capacity to learn is the greatest. These early years should be utilized to children's best advantage – and to the advantage of the family and society in which they live.

According to a 2002 telephone survey of over 1,200 South Carolina families, 63% of 319,000 SC children between birth through five years of age are cared for by someone other than a parent during all or part of their day. (Children who are in five-year-old kindergarten are excluded from this number. Over the period of a year, a substantially higher percentage of children will be in non-parental care.) Of the 319,000 children, approximately 50% are in state-regulated early care and education settings. SC children are in the care of someone other than their parent for a considerable portion of their waking hours. According to the telephone survey, the median number of hours that toddlers are in child care centers or homes regulated by the state is 30 hours per week.

Phase I of this project explored and developed alternative policy specifications and their related costs and impacts, for designing and financing a quality early care and education system in SC that is affordable for families. A computer simulation model, developed by the national partners, aided the analysis of costs and impacts of various policy options and financing mechanisms for quality early care and education. This allowed policymakers and stakeholders to consider the tradeoffs among different policy options and financing mechanisms.

Phase II of this project will lay the foundation for this expanded system of quality early care and education for all young children in SC.

Project Operations and Management: Administration of the SC project is the responsibility of SCDHHS. Continuity with the initial Phase I project will be continued through a contract with Clemson University (Clemson). Additionally, Dr. Sharon Lynn Kagan of Yale University (Yale) and Dr. Richard Brandon of University of Washington (UW), co-directors of *Financing Universal ECE for America's Children*, will be under contract for occasional consultation. Clemson faculty is responsible for coordinating SC activities with faculty from Yale and the UW as outlined in the following action plan, and for participating with SCDHHS staff in all activities in the action plan.

Internal/External Partners: Partners include SCDHHS; SC Task Force members; and Clemson, Yale, and UW faculty. Additional partnerships will be sought with foundations, and

business and civic organizations that have an interest in quality early care and education of young children.

Key Result(s) Addressed by This Objective:

Promote quality improvement: The project will lay the foundation for a system of quality early care and education in SC, utilizing the recommendations of the Task Force and additional information as it is available. It will produce an implementation plan for the quality system, a public report from the study, strengthened and expanded ECE system components (such as professional development, provider information management system, etc.), and contribute to the development of the SC voluntary rating system (utilizing analyses and recommendations from the study).

Measurable Indicators of Project Success: Accomplishment of action steps as detailed in the action plan, specifically the release of the final public report of the SC ECE project.

Resource Requirements:

(X) Attainable within existing resources: Predicated on the willingness of public agencies represented on the SC task force to work with Clemson in retrieving and reporting data from their databases that is required to support the efforts of this initiative. Financing for the improved quality early care and education system will be pursued through identification, redirection, and maximizing current early care and education resources, and by exploration of financing from public, private, and foundation sources.

Person(s) Primarily Responsible for Objective:

- Beverly Hunter (SCDHHS) 864-250-8297
- Janet Marsh (Clemson) 864-656-0229

Projected Completion Date: June 30, 2004.

Action Plan

Objective VIII: Conduct Phase II of the *SC Cost of Quality Early Care and Education Project*, an outgrowth of the project in which South Carolina participated in the previous year, i.e., *Financing Universal Early Care and Education (ECE) For America's Children Project*. In Phase II, the foundation on which to expand and build a system of quality early care and education will be developed.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
SC Quality ECE System Implementation Plan Identify and resolve additional issues related to the infrastructure and financial domains of an expanded high quality ECE system.	Janet Marsh	08/10/03	
Finalize plan with SCDHHS for implementation of the SC ECE.	Janet Marsh	08/31/03	
SC ECE Public Report Obtain information from stakeholders, policy makers, and civic and business leaders about the recommendations of the Cost of Quality Study and help in presenting issues in the final public report.	Janet Marsh	08/31/03 (& ongoing to 11/10/03)	
Complete and obtain SCDHHS approval of the draft public report of the SC ECE project.	Janet Marsh	09/15/03	
Obtain input on the draft report from meetings with the SC Task Force on the Cost of Quality ECE and the Council.	Janet Marsh	10/15/03	
Complete arrangements for printing and distribution of final report.	Janet Marsh	11/20/03	
Release final public report of the SC ECE project.	Beverly Hunter	12/05/03	

<p>Statewide Voluntary Rating System</p> <p>Carry out action steps under Objective I that are related to recommendations of the SC Task Force on the Cost of Quality ECE, developing the quality system components and financing to support the system.</p>	<p>Beverly Hunter, Janet Marsh</p>	<p>06/01/03 through 06/30/04</p>	
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Objective IX: Develop strategies to improve the quality of afterschool programs and inform and engage parents, child care providers, business community, faith community, education community, and policymakers regarding:

- The characteristics of quality afterschool care;
- The value of quality afterschool care to the child, the parent, the community, and the state's economic future.

Rationale for the Objective: As the number of children with two working parents or in single-parent households has increased, so has the need for safe and nurturing environments during the hours between the close of the school day and parents' return from work. By increasing the quality of afterschool programs, more safe and nurturing environments will be available for the children of working families.

Project Operations and Management: The South Carolina Afterschool Alliance (SCAA) will develop strategies to accomplish this objective. The SCAA, in collaboration with the Child Care Coordinating Council (Council), will address the following goals:

1. Coordinate all afterschool programs and initiatives
2. Develop and strengthen statewide standards for afterschool care.
3. Explore public/private partnerships designed to provide incentives to improve the quality of afterschool care.
4. Increase the awareness of the characteristics and importance of quality afterschool to the child, the parent, the community, and the state's economic future.

Detailed action steps will be developed and submitted as these strategies progress.

Internal/External Partners: Partners include the Council, the SCAA, and other stakeholders impacting afterschool care.

Key Result(s) Addressed by This Objective:

Promote quality improvement: Quality afterschool programs have been shown to provide children with a safe, positive environment during the hours their parents are working.

Promote positive outcomes: The development of statewide standards, increased coordination of statewide afterschool care, and increased awareness of the value of quality afterschool will promote positive outcomes for children needing afterschool care.

Measurable Indicators of Project Success: Measurable indicators of project success will be demonstrated by accomplishment of the action steps detailed in the action plan. Specific measurable indicators will include the development of afterschool standards, and incentives designed to improve the quality of afterschool care.

Resource Requirements:

(X) Attainable within existing resources: The Council, SCDHHS, and the SCAA will be the initial resources required for accomplishment of this objective.

Person(s) Primarily Responsible for Objective:

- Zelda Q. Waymer, Executive Director, (SCAA) 803-254-5520
- Lisa Benfield (SCDHHS) 803-898-2729

Projected Completion Date: June 30, 2004.

Action Plan

Objective IX: Develop strategies to improve the quality of afterschool programs and inform and engage parents, child care providers, business community, faith community, education community, and policymakers regarding:

- The characteristics of quality afterschool care;
- The value of quality afterschool care to the child, the parent, the community, and the state's economic future.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
1. Coordinate all afterschool programs and initiatives.	SCAA, the Council	On-going	
• Development of web-based resource of statewide afterschool programs.	Interfaith Community Services, SC; SCAA	February 2004	
2. Develop and strengthen statewide standards for afterschool care.	SCAA, the Council	June 2004	
• Begin to collaborate with statewide coalitions to enhance and expand strategies to monitor after school programs.	SCAA, the Council	March 2004	
3. Explore public/private partnerships designed to provide incentives to improve the quality of afterschool care.	SCAA, the Council, SCDHHS	March 2004	
4. Increase the awareness of the characteristics and importance of quality afterschool to the child, the parent, the community, and the state's economic future.	SCAA, the Council, SCDHHS	March 2004	
• Establish public awareness strategies to increase awareness of the importance of quality after school.	SCAA, the Council, SCDHHS	June 2004	
• Provide an annual statewide conference to support afterschool and child care providers.	SCAA	May 2004	

Objective X: Define and coordinate the future role of Child Care Resource and Referral (CCR&R) in South Carolina.

Rationale for the Objective: SCDHHS is in its fifth year of providing funding to CCR&R in the state. By spring of 2004 a Request for Proposal (RFP) must be completed that clearly outlines the roles and expectations of CCR&R and how to coordinate these services in order to maximize efficiency and effectiveness.

Project Operations and Management: Staff from SCDHHS has compiled a CCR&R activities inventory list, researched CCR&R activities as defined by the National Association of Child Care Resource and Referral Agencies (NACCRRRA), and surveyed the current CCR&R grantees. This information will be used in the development of an RFP.

Internal/External Partners: Partners include the Child Care Coordinating Council (Council) and other stakeholders impacting CCR&R activities.

Key Result(s) Addressed by this Objective:

Promote positive outcomes: Clearly defining and coordinating CCR&R activities throughout the state will increase the efficiency and effectiveness of services to parents and providers in the state.

Measurable Indicators of Project Success: Measurable indicators of success include a detailed definition of publicly funded CCR&R related activities and the role CCR&R is to have in South Carolina.

Resource Requirements:

(X) Attainable within existing resources: The Council and SCDHHS staff will be the resources required.

Person(s) Primarily Responsible for Objective:

- Brandi Denton (SCDHHS), 803-898-3118

Project Completion Date: June 30, 2004.

Action Plan

Objective X: Define and coordinate the future role of Child Care Resource and Referral (CCR&R) in South Carolina.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
Analyze results from CCR&R Inventory.	Brandi Denton	07/15/03	
Create definition of CCR&R role for SC using surveys, Cost of Quality recommendations, and NACCRRRA information.	Brandi Denton	07/30/03	
Formulate recommendation on how to shape, define, and coordinate CCR&R for the state including RFP.	Brandi Denton	08/01/03	
Obtain approval of recommendations from the Council.	Brandi Denton	08/30/03	
Develop an action plan for the RFP process.	Brandi Denton	09/15/03	

Objective XI: Support the school readiness of young children through nurturing child care environments and developmentally appropriate practices through the development of voluntary guidelines as required by the *Good Start, Grow Smart* initiative.

Rationale for the Objective: Strengthening linkages between current federal, state, public, and private early childhood efforts will support school readiness of young children through nurturing child care environments and developmentally appropriate practices.

Project Operations and Management: The *Good Smart, Grow Smart* task force, established by the SC Child Care Coordinating Council (Council), will consult with SCDHHS in the following strategies designed to address this objective.

1. Develop voluntary guidelines on literacy, language, pre-reading, numeracy and social-emotional development for children ages 3 to 5 that align with the State's K-12 English Language Arts and Mathematics Standards and Head Start's Child Outcomes Framework for social-emotional development and approaches to learning. Assessments currently in place for 5-year-old children will be extended to include 3 and 4 year olds as well.
2. Expand systems of training and instruction developed to improve preparation and ongoing development of child care providers.
3. Continue the coordination of at least four early childhood programs and/or funding streams.

Internal/External Partners: Partners include the Council and other stakeholders impacting the child care system. The task force includes representatives from SCDHHS, South Carolina Department of Education (SDE), First Steps, Head Start, SC Department of Social Services, SC Child Care Association, the Alliance for South Carolina's Children, the faith-based community service organizations, and the Center for Child Care Career Development.

Key Result(s) Addressed by This Objective:

Promote quality improvement: The voluntary guidelines will promote consistency of early learning environments and developmentally appropriate practices for all children.

Promote positive outcomes: Every child will have access to the skills and competencies necessary to succeed, regardless of the early learning setting.

Measurable Indicators of Project Success: Measurable indicators of success relating to the voluntary guidelines will include analyzing early learning standards, identifying commonalities and gaps, and modifying and expanding the current early learning standards by September 2005. Training and Instruction indicators will include identifying current training resources, creating and planning for coordinated training and technical assistance, and modifying and expanding the existing training resources by December 2005. Program coordination indicators will be maintaining the task force, developing partnership agreements among task force members, and reporting to the Council as needed.

Resource Requirements:

(X) Attainable within existing resources: The development of the plans for voluntary guidelines, training and instructing professionals, and coordinating early childhood programs is attainable within existing resources.

Person(s) Primarily Responsible for Objective:

- Dr. Linda Mims (SDE) 803-734-8477
- Cynthia S. Breymeyer (SCDHHS) 803-898-4630

Projected Completion Date: September 30, 2005.

Action Plan

Objective XI: Support the school readiness of young children through nurturing child care environments and developmentally appropriate practices through the development of voluntary guidelines as required by the *Good Start, Grow Smart* initiative.

Critical Action Steps	Person(s) Responsible	Target Completion Date	Status
1. Voluntary Guidelines Analyze early learning standards.	Task Force, Cynthia Breymeyer	09/30/04	
Identify commonalities and gaps.	Task Force, Cynthia Breymeyer	09/30/04	
Modify and expand the current early learning standards and extend current assessments of 5 year olds to include 3 and 4 year olds.	Task Force, Cynthia Breymeyer	09/30/05	
2. Training and Instruction Identify current training resources.	Task Force, Cynthia Breymeyer	02/01/04	
Create a plan for coordinated training and technical assistance.	Task Force, Cynthia Breymeyer	12/30/05	
Modify and expand existing training resources.	Task Force, Cynthia Breymeyer	12/30/05	
3. Program Coordination Maintain the task force.	Task Force, Cynthia Breymeyer	On-going	
Develop partnership agreement among task force members.	Task Force, Cynthia Breymeyer	12/30/03	
Make progress reports to the Council as needed.	Linda Mims	Annually	